



Redeemer Visioning Initiative
Frequently Asked Questions
May 2021

Background

Redeemer owns about 34 acres, which includes the church and undeveloped property that lies north and west of the existing facility. The congregation before us decided to move from about a 10,000 square foot church building north of Sprague Avenue on Argonne Road and build a 30,000 square foot church on S. Schafer Road. Redeemer has owned the undeveloped land for nearly 20 years and since that time the Board of Directors has led several evaluation processes that have looked at different development possibilities. Some may recall, earlier considerations to build a retirement center, or sports play fields were not financially feasible at the time.

Redeemer has precedence in relying on God to lead us into the future.

The Redeemer Board of Directors started a strategic planning process in 2017 to update Redeemer's strategic plan. We are nearing our 100th year anniversary and it is critical that Redeemer update its strategic plan to begin the next 100 years of ministry and outreach.

One of our strategic objectives is to develop a master site plan which will provide Redeemer with direction on upgrading and maintaining the existing facility, and provide a potential physical layout for usage of the property, including buildings, green space, and required infrastructure. The congregation will need to vote on the approval of the master site plan.

Q: Is this project too big for Redeemer? What is a Master Site plan?

A. Starting in 2019, a Visioning Committee was chartered by the Board to develop a master site plan that includes considerations of the existing facility and the undeveloped land. This committee is composed of people with carefully selected experience, knowledge and expertise. We're taking our role as stewards of the property very seriously.

The Visioning Committee is using a bottom-up approach in developing Redeemer's master site plan, which is expected to be finished by the end of 2021. The process is covered with prayer for God's guidance.

The visioning process started with an all congregational survey in October, 2019 asking members what and how Redeemer could use our existing facility and undeveloped land. The survey responses confirmed:

- 1. our first priority needs to be maintaining/improving our existing facility*
- 2. there is huge potential for using the undeveloped property for outreach*

Related to the latter, common themes referenced for outreach using the undeveloped property included:

- building a community center*
- **providing housing to seniors and underserved***
- utilizing green space for the community (including community gardens)*
- building a memorial garden and columbarium*

So to answer this question, we acknowledge this is a big project but we've also approached it with our eyes and ears wide open. We're following the path God lays before us and we've leaned on His wisdom in making decisions as we develop a master site plan.

*The master site plan will be categorized into three segments, immediate needs, goals within 5 years, and long-term (5+ years) opportunities. Again, while this is a large project, Redeemer is using a master site planning process to evaluate how Redeemer's mission and vision can continue to grow into the future. **The master site plan will take years to actually complete and it's constructed with the anticipation that revisions may be needed in the future.***

Q. What is the role of the Visioning Committee?

A. *The Visioning Committee is charged with completing a master site plan that will include a long-term approach for the existing facility and property. The common themes for outreach (community center, green space, memorial gardens, housing) are being evaluated by Visioning Task Forces to determine how each can support Redeemer's mission, vision and outreach goal. More specifically, the task forces are **chartered with determining if the outreach themes are operationally and financially sustainable for Redeemer.***

Q. What does housing look like at this stage of the master site plan?

A. *Our starting point for considering housing was input gathered through the October 2019 congregation survey. The survey consistently suggested housing as a desired vehicle for outreach. Specific areas called out by the survey included housing for a full spectrum of socio-economic classes -- ranging from selling the property to a developer to creating a homeless shelter.*

*The Visioning Committee completed early assessments of this feedback considering BOTH Redeemer's mission and vision and physical and legal limitations. The outcome of this research and analysis, **prioritized senior housing and the underserved in our community.***

*Related to senior independent living and affordable housing, the City of Spokane Valley published a **Housing Needs Assessment** in October 2020. The conclusions of the assessment identified affordable housing as a high priority need and senior housing as a growing need. It is expected the senior population in the City of Spokane Valley will grow from 18% to 22% over the next several years. This said the City is in the process of completing an action plan and considering changes to zoning regulations to address these housing needs. The study specifically identified the **"missing middle housing"** category defined as the gap in housing between multifamily housing and above average income single family dwellings.*

*We understand housing is perhaps the most controversial element of the master site plan. This said we want to emphasize that we're assessing the concept of a **"healthy community"**-- a community of diverse demographics, stages of life, and social economic classes. A healthy community would include affordable housing for general and senior use.*

Redeemer is in active conversations with the City of Spokane Valley and we'll provide updated information and insights as available. Specifically, we are

evaluating potential community partners in alignment with our mission and vision.

As an FYI -- an example of something that was **evaluated but not added** to the master site plan, is a warming shelter. The limitations for a shelter in this location includes limited public transportation, no supporting social services in the area, and zoning that precludes this type of housing on this site.

Q. Why would Redeemer want to be a real estate developer of houses?

A. Redeemer isn't in the business of building homes. **Redeemer is in the people business**, which includes building communities that serve humanity and grow disciples. This in mind we envision utilizing a portion of Redeemer's site for a community that includes multi-generational "middle housing" in alignment with Redeemer's mission and vision.

We will be partnering with a carefully selected community partner to handle the building and overarching management of housing. All partners are being evaluated and selected based upon the organization's synergy and alignment with Redeemer's mission and vision. Redeemer's role will be to extend our culture of service and outreach to the people living in the community. The Greek word that describes the early Christians living together in community is **koinonia**. The definition of **koinonia** is: Christian fellowship or communion, with God or, more commonly, with fellow Christians. The concept of koinonia is why Redeemer is considering building a community that also meets the Spokane Valley's high need for housing.

Q. How do we pay for this?

A. The master site plan is divided into **two categories**, the existing facilities and the undeveloped land. The **existing facility** is nearing 35 years of age and is in the need of some deferred maintenance (roof, HVAC, carpets, etc.) and functional improvements (updating bathrooms, audio-visual equipment in the worship center, landscaping, etc.). The **Existing Facilities Task Force** is evaluating the entire facility to identify and prioritize the deferred maintenance and functional improvements. **The Board of Directors is planning to complete a capital fund drive with the congregation to pay for these costs, which could occur over the next five years.**

*The second category is the **30+ acres of undeveloped land**. The recommendation from the Redeemer Board of Directors is to develop a master site plan including ministry outreach options that don't require funding from Redeemer's general budget. Similarly, the options must not increase the administrative burden on church staff.*

The Visioning Committee is staying within this charge as ministry outreach options are reviewed, and community partnerships are evaluated to support the costs of building and supporting on-going operations of a community center.

Please note, we recognize there will likely be expenses related to the development of infrastructure on the undeveloped site. Any investments made will be repaid to Redeemer, either directly or through streams of income created through the housing units.

Q. How do we afford a community center?

A. *A community center is a key component to developing a "hands and feet of Jesus" society. A critical element of a koinonia society that thirsts to live in community together with God.*

By using a community center as a meeting and social hub for the housing, Redeemer and the community, there is an opportunity to fund the construction and offer fee services that can support the annual operating costs of the community center. *We have significant work to complete in order to align with the correct partners for housing, who share a vision to build an integrated community with a community center that is available to owners and renters of dwellings on the property, Redeemer, and the Ponderosa neighborhood.*

Q. Have we considered building a new church and use the existing facility as a community center?

A. *The Visioning Committee has addressed this question with the following assessments and conclusions.*

The first consideration are the amenities that would be needed in a new church. To maintain a warm, welcoming worship and discipleship goal, the church would need a worship center, lobby area, adequate Sunday school rooms, nursery, and administrative area. Essentially, most of the current areas of the church would need to be replicated to meet the needs of a new church. The current church is approximately 30,000 square feet and is functional for most current and

estimated future worship and education needs. A replacement of a church with worship, lobby, educational rooms, nursery, and administrative area is estimated at a minimum of 20,000 square feet (current church size less the gymnasium). Using broad estimates of current construction costs, a new church is estimated to be over \$6.5 million.

The second consideration is that there is deferred maintenance for the existing building which must be completed on the nearly 35-year-old facility.

The Visioning Committee has determined the combined cost of a new church and completing the deferred maintenance for the existing facility will be materially higher than the cost of building a community center. Plus we believe a community center will support our mission by providing additional multi-use space to build community and be more efficient in our stewardship (larger worship center, grand hall for meals, weddings, community meetings, etc.).

Q. What does it mean to partner with someone?

A. *Partnership is not always identical but is reciprocal and mutually beneficial. Redeemer has huge gifts to offer community partners in Spokane Valley including a brand that is recognized for being a trusted and healing presence for children's, youth and family ministries. Our objective for partnership is to collaborate with other trusted organizations that have the required skills, experience, systems and relationships to support our vision for outreach and ministry. Multiple partners will be needed to accomplish our objectives. We use the following criteria when evaluating potential partners:*

- Mission and vision align with Redeemer's mission, vision, and core values***
- Positive reputation in the community***
- Operational experience aligns with property development needs***
- Structure of partnership provides financial returns to sustain maintenance of the property and possible cash flow to Redeemer***

Q. How would green space and the community center usage be prioritized?

A. *The usage of the buildings and greenspace will be varied. The existing church will continue to be utilized under the same prioritization as it has been used in the past; available to Redeemer members and authorized requestors, with oversight provided by Redeemer staff.*

*The remaining campus, which includes the green space, columbarium and memorial garden, community center, and houses, will be focused on community outreach, and will be available to those living in the housing complex, Redeemer members and the neighborhood. It is anticipated that the columbarium and memorial garden will be available for Redeemer and non-Redeemer members. Housing will be available to anyone who desires to live in community and will be regulated under equal housing criteria. The community center will be equally available to Redeemer and the community, most likely managed by a Redeemer owned subsidiary, and subject to the ordinary state and federal laws. **The community center will have a rental fee schedule and Redeemer would be given the opportunity to schedule large events early.** Scheduling will be done by the staff of the community center. The green space will most likely be owned by the subsidiary and also be available to Redeemer members and the community.*

Q. Once the master site plan is completed, does that determine what will be on the Redeemer site (Redeemer's 34 acres)?

A. *The master site plan is being completed now to assist in working with the City of Spokane Valley and to identify potential uses for the property. The master site plan is not a final document but rather a plan outlining potential/desired uses for the property in alignment with Redeemer's mission and vision. It is good stewardship to address the zoning, flood plain, and access now so we have a complete picture of mutually agreed upon uses for the undeveloped property. **Essentially, by completing the due diligence now, Redeemer will have a clearer picture of the possibilities for the development of the property.***

*Related, we anticipate the master site plan will continue to evolve as circumstances and the needs of the community change. The one constant is Redeemer's mission -- **living out the Word and healing ministry of Jesus.***